Recovery and Success of Troubled Projects

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Learning Objectives

- **<u>Recognize</u> - Ability to recognize some of the common reasons for troubled IT projects.**

- **<u>Identify a plan for what to do</u> - Ability to create a roadmap for bringing a troubled project to successful completion.**

- **<u>Utilize Fundamental PM Tools</u> - Overview of fundamental project management processes to address common problems with IT projects.**

- **<u>Question & Answer Session</u>**

Key Reasons for Troubled Projects

- **Unmet Expectations**
- **Vague Requirements**
- **Lack of acceptance of deliverables**
- **Communication Problems**
- **Lack of Change Control**
- **Lack of Project Schedule**
- **Lack of Project Schedule Control**
- **Lack of Risk Identification & Management**
- **Lack of Trust**
- **Lack of Support**
- **Lack of time for thorough development cycle to include complete testing and documentation**

IRA ->> Your Plan for Success

- I $\longrightarrow$ Interview
- R $\longrightarrow$ Review
- A $\longrightarrow$ Act

Key Reasons for Troubled Projects
Areas that the Interview Process Addresses

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Interview Process – Who?

All stakeholders and/or stakeholder groups.

- Project Sponsor

- Internal customers

- External customers

- Project team members

Interview Process – Why?

#1 Expectations and Requirements

#2 and beyond

- Status - What is good? What is bad?

- Issues?

- Political views?

- Assumptions?

- Constraints?

- Dependencies?

- Risks?

Key Reasons for Troubled Projects
Areas that the Review Process Addresses

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Review - What?

- Contract/ Statement of Work

- Project Schedule

- Design Documents

- Project Management Process Documents

- Business Process Documents

Review - Why?

- What is in place today?

- What is missing?

- What needs to be done differently?

- What needs to be done better?

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Areas that the Act Process Addresses

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Act - The Plan

- Update to project goals, objectives, deliverables, etc.

- Update to project team members' roles and responsibilities

- Update and/or creation of appropriate project management processes

- Re-Kickoff the Project with the team

- Implement the plan

- Close the project successfully

- Document Lessons Learned

Questions and Answers

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